



*PNWCG*

*MAC  
Operations  
Handbook*

Northwest Geographic Area  
Multi-Agency Coordination Group

June 2015

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## I. INTRODUCTION

This Operations Handbook includes procedures to guide Multi-agency coordination (MAC ) activities in those situations where unusual or critical fire danger or resource mobilization requires continuous, daily interaction between agencies to ensure that decisions not covered in existing plans and guides are responsive to the priority interests of the geographic area as a whole.

MAC between wildland fire protection agencies is an ongoing process in the Pacific Northwest. The fire program managers of the various state and federal agencies involved in wildland fire protection meet regularly as the Pacific Northwest Wildfire Coordinating Group (PNWCG). This group serves as a forum to review and discuss matters of mutual interest and to develop plans to ensure a coordinated approach is taken relative to wildland fire protection in the states of Washington and Oregon.

The Northwest Interagency Mobilization Guide and the Northwest Preparedness Plan provide direction to the Northwest Coordination Center (NWCC) on the movement of resources between agencies and units to support wildfire suppression needs and maintain response capabilities within the geographic area. State mobilization plans provide direction to agency managers for movement of state resources and maintenance of statewide response capability.

### Mission

MAC provides a forum to discuss actions to be taken to ensure that an adequate number of resources are available to meet anticipated needs and to allocate those resources most efficiently during periods of shortage.

The Multi-Agency Coordination forum will ensure for coordinated:

- incident prioritization,
- resource acquisition, allocation and reallocation strategy development, related to workload and capability scenarios, state or national disaster response, (e.g., National Response Framework),
- information provided to media and agency heads, and
- identification and resolution of issues common to all parties

### Authorities

**Agency Administrators**, by virtue of the executive positions they occupy in their respective agencies, have the authority to order the movement of personnel and equipment under their jurisdiction to maximize the pre-suppression and suppression capabilities of their agencies.

**Fire Program Managers/Agency or Unit Duty Officers** of the respective agencies are authorized within constraints of available funding to manage preparedness activities and coordinate such with other agencies and to move resources between units to best serve the needs of their respective agencies.

**Manager of the Northwest Coordination Center (NWCC)**, through the Memorandum of Understanding that establishes NWCC as the Geographic Area Coordination Center (GACC), with the approval of agency duty officers, has the authority to move resources across agency boundaries to meet preparedness and suppression needs of the participating agencies. Such movement is limited to actions specified in (1) Letter of Delegation (Appendix 2), (2) the NWCC Annual Operating Plan, (3) the Northwest Area Interagency Mobilization Guide and (4) the Northwest Area Preparedness Plan.

**MAC Group Members**, if other than a federal or state level agency administrator, are authorized through delegation from their respective agency administrators to commit their agency to actions agreed upon during MAC Group deliberations. Such delegation of authority shall be in writing by their respective agency administrators and shall specify any limits to this authority.

In most instances in the Pacific Northwest, the state or regional level federal agency administrators have designated the fire program manager of their respective agencies the MAC Group member. Since the MAC Group represents agency administrators at federal or state levels, it is recommended that if an agency's fire program manager is not able to serve with the MAC Group, that their replacement possess the stature of a local agency administrator with operational fire background.

Under certain circumstances, MAC Group members may also include representatives from other agencies with jurisdictional responsibilities not represented by one of the MAC agencies. The need for these additional representatives will be reviewed by and agreed to at the time of activation of the MAC Group or as the situation warrants.

### **Organization**

The Pacific Northwest Multi-Agency Coordinating Group will consist of the designated members and a MAC Group Coordinator. Support specialists will be requested as the situation dictates.

The flow of information generally runs between agency administrators and their respective agency representatives, and then by consensus to the PNWCG Chair. The PNWCG Chair maintains direct communication with the NWCC Manager and the MAC Coordinator. Authorities of each position identified are described in subsequent sections of this Operations Handbook.

Trainees are acknowledged and encouraged in MAC Coordinator and Support positions. Trainees should be limited to no more than two at any one time and should be coordinated through the MAC Coordinator.

## II. ROLES AND RESPONSIBILITIES

### Agency Administrator

- Delegates Agency Representative and issues written delegation of authority (see Appendix 2).
- Supports MAC Group decisions.

### MAC Group Members

- Establishes incident priorities for the Pacific Northwest Coordination Group member agencies.
- Establishes priorities for allocation of resources between incidents within the geographic area.
- Identifies and resolves MAC issues common to all parties.
- Develops procedures to implement National MAC decisions.
- Re-allocates resources between incidents when necessary.
- Initiates special actions to alleviate resource shortages to meet anticipated demands.
- Keeps agency administrators informed of the situation and of MAC decisions.
- Keeps cooperating partners (e.g., state fire marshal, state emergency management, national guard, neighboring states, landowner interest groups) informed of the situation and of MAC decisions.
- Each agency has only one MAC Rep but may bring in other agency personnel to assist the MAC member according to workload.
- Maintains a dialog with the Incident Unit Agency Administrators.

### PNWCG Chair

- The Vice-PNWCG Chair will serve as Acting Chair during the absence of the PNWCG Chair.
- PNWCG members will elect the PNWCG Chair when both the PNWCG Chair & Vice-Chair are absent.
- Facilitate issues needing PNWCG attention.
- Works with the MAC Coordinator to determine which issues are PNWCG issues vs. MAC issues.
- In conjunction with Agency Representatives the PNWCG Chair will determine the need for and facilitate Agency Executive briefings and conference calls.
- Develops and revises the NW MAC Operations Handbook.
- Determines need for and, if necessary, formally activates a sitting NW MAC and determines MAC Group operating location and facility.
- Determines need for additional MAC Group Representation beyond the wildland agencies.
- Selects MAC Group Coordinator if formal NW MAC is activated.

### NWCC Manager

- Serves as MAC Coordinator until a specific individual is assigned to the role.
- Fulfills requirements described in the Delegation of Authority letter.
- Implements NW MAC and NMAC decisions.
- Recommends issues needing MAC action.
- Assembles intelligence information to support MAC activities i.e.,
  - resources committed (ICS-209 and IRSS or ROSS reports),
  - outstanding resource orders,
  - resources available,
  - projected needs by incident
- Can recommend formal activation of NW MAC as the situation warrants.
- Coordinates with Agency Duty Officers when planning and implementing Geographic Area preparedness activities.

### **MAC Coordinator**

- Establishes, with MAC Group concurrence, a daily schedule for meetings and conference calls
- Facilitate issues needing MAC Group attention.
- Works with the PNWCG Chair to determine which issues are PNWCG issues vs. MAC issues.
- Obtains appropriate intelligence information necessary to support MAC activities.
- Acquires staff to support MAC Group activities.
- Ensures adequate subject matter expertise is available to support MAC activities.
- Facilitates MAC Group meetings.
- Documents MAC decisions.
- Assembles the record of MAC activities.
- Facilitate the scheduling of agency representative trainees.
- Serves as a point of contact with NMAC Coordinator.
- MAC Coordinator may decide due to workload to bring in a Deputy MAC Coordinator.
- Facilitates daily conference calls with IC's and AC's.
- Coordinates with Northwest Coordination Center Manager.

### **NWCC and MAC SUPPORT SPECIALISTS**

The NWCC may assemble additional staff at Preparedness Levels 1 through 3 specifically to provide incident support and to accomplish incident prioritization and coordination. This generally occurs whenever two or more large incidents are active in the Geographic Area and resource competition requires that incidents be prioritized. Individual NWCC Support positions may be activated to meet specific organizational needs at NWCC. Individual positions may also be utilized to facilitate ramp up/down of the full support organization. At Preparedness Levels 4 and 5, a MAC Support organization is assembled as staff for the Multi-Agency Coordinating Group (MACG), supervised by the MAC Coordinator (MCCO). The MCCO works directly for the MACG Chair.

### **MAC Support – Administration**

- Arranges for work area the MAC Support team can use. Ensures telephone and computer access, work stations, meeting space, and access to FAX, copier, and office supplies.
- Reserves conference call times for needed briefings, and provides schedule and access information to all participants.
- Prepares filing system to organize and retain all records related to MAC Support activities. Files all MAC Support materials to document activity and decisions made by the group.
- Provides telephone coverage, note-taking duties, correspondence support, and other clerical duties as requested. Provides Emergency Firefighter Time Report to all MAC Support team members and assists as needed.
- Maintains and updates mailing lists used to send decision documents and other information. Makes key documents available for posting to the MAC homepage as well.
- When the MAC Support group is disbanded, consolidates all records material for permanent retention.

### **MAC Support – Aviation**

- Tracks the status of critical aviation resources as defined by MAC.
- Provides recommendations for mobilization, allocation, reallocation, and release of aviation resources.
- Establishes and maintains coordination with the NWCC Center Manager, Operations Manager, Coordinators and Aircraft Dispatchers.
- Establishes and maintains coordination relationships with Agency, Unit and Incident aviation managers within the PNW, NICC aircraft coordinators, and sub-geographic MACs.
- Assists with the daily prioritization of PNW incidents.
- Maintains currency related to weather conditions and current and expected fire workload.
- When requested, assists with the resolution of aviation related issues.
- Facilitates daily aviation conference call with incidents and units.

### **MAC Support – Operations**

- Tracks the status of Type 1 crews, Type 1 & 2 Incident Management Teams, and PNW initial attack capability as defined by MAC.
- Works with the NWCC Emergency Operations Manager and IMT Operations Section to assure that available resources are assigned according to critical needs.
- Provides recommendations for mobilization, allocation, reallocation, and release of ground operations resources.
- Establishes and maintains relationships with the MAC coordinator, Aviation coordinator, Planning coordinator, Incident Commanders and the NWCC Emergency Operations Manager.
- Establishes and maintains a working relationship with agency FMO's and State/Regional Duty Officers to identify initial attack capability.
- Makes daily contact with sub geographic area MAC coordinators on allocation and reallocation issues.
- Assists with the daily prioritization of PNW incidents.
- MAC point of contact and supervisor of NW Surge Task Force.

### **MAC Support – Planning**

- Collects the Incident Prioritization Worksheets (IPW), ICS 209's, and any additional information from the incidents needed for prioritization.
- Maintains and inputs incident information into the database for incident prioritization.
- Works with the IMT Planning Section, NWCC intelligence group, and sub-geographic MAC on information clarification and/or additional information needs.
- Tracks critical needs of each incident and displays daily.
- Maintains daily information on MAC/Area, MAC incident priorities, daily schedules, conference calls, and phone numbers.
- Collects documentation for and maintains the MAC documentation package.
- Assists with the daily prioritization of PNW incidents.
- Assesses and recommends additional staffing, changes to procedures, and/or data needs to provide for efficient, accurate and timely information for decision making.
- As needed, contacts IMT's for clarification and/or updates on fire status and needs.
- As requested, analyzes WFDSS reports for assumptions about resource availability and determines if the objectives/strategy are in line with resources needed to accomplish the mission.
- Facilitates incident prioritization.
- Orders an ISuite SME to provide time/tracking support in the event of the NW Surge Task Force activation.
- Supervises administrative and resource support staff.
- Distributes MAC decisions.

### **MAC Support – Resources**

- Insures each incident gets the Incident Prioritization Worksheet (IPW) and the instructions for completing the IPW.
- Collects the IPW and ICS 209's for each incident being ranked by the MAC Group, and the Pending Request ROSS Report.
- Inputs data from the IPWs into the database for incident prioritization.
- Maintains and posts daily information on geographic MAC, sub-geographic MAC, and Area Command incident priorities.
- Posts MAC Group daily schedule.
- Completes NMAC IPW for review by the MAC Support Group and approval by the MAC Coordinator when requested by NMAC.
- Collects documentation and maintains the MAC documentation package for the incident prioritization process.

- Establishes and maintains a tracking process for all Incident Management Teams and Area Command Teams assigned in GACC and other critical resources as necessary.

#### **MAC Support – Safety**

- Understands and can communicate Agency safety principles and policies in an interagency context.
- Monitors the overall safety situation for the geographic area.
- Facilitates the daily Incident Safety Officer Conference Call.
- Maintains contacts with Incident Safety Officers; may provide briefings/briefing materials to update incoming IMTs on safety issues and policies in the NW.
- Collects safety-related data from incidents/units and maintains a running trend analysis on accidents, injuries, fatalities, and issues.
- May lead or sponsor field trips to incidents/units as necessary.
- Coordinates and is the principal NW MAC contact for SAT teams. Provides assistance and support to team leaders.
- Maintains daily contact with NW MAC Coordinator and Aviation/Operations Specialists for coordination and situational awareness; participates in NW MAC briefings/conference calls.
- Coordinates with Agency Fire Safety Specialists.

#### **AGENCY AND LOCAL ROLES IN MAC COORDINATION**

There are a number of Agency, Local Unit, and Incident Management points of contact that play important roles in MAC coordination.

#### **Agency Duty Officers**

- Coordinates Agency preparedness with NWCC Center Manager in anticipation of a fire weather/initial attack event and based upon fire danger/fuel conditions.
- Works with NWCC Manager/MAC Coordinator to maintain Agency situational awareness.
- Facilitates flow of intelligence information to/from Agency Unit leadership in support of MAC activities.
- Provide intelligence on emerging/Type 3 incidents on the 0730 IC AC Conference Call.

#### **State Coordination Centers, Local Dispatch Centers, and Expanded Dispatch Organization**

- Facilitates flow of intelligence information needed to support MAC activities.
- Facilitates flow of MAC decisions to field units Incident Management Teams, Area Commands and Sub-Geographic Area MAC's as appropriate.
- Implements actions associated with MAC decisions as may be appropriate to the dispatch system.

#### **Local Administrator of Units with Incidents**

- Provides direct management and oversight of suppression activities and achievement of agency direction.
- Transmits Delegation of Authority and WFDSS to NW MAC upon approval.
- Monitors MAC decisions and asks for reconsideration action through their respective agency administrator if there is concern over MAC's interpretation of fact relative to the status or needs of the incident.
- Maintains dialog with their respective agency MAC Group member.

#### **Incident Management Teams & Area Commands**

- Provides accurate information relative to incident status, threats and projections of needs as requested to support MAC activities.
- Implements actions associated with MAC decisions as may be appropriate to the Incident Management Team, Area Command.

- Submit a NW Incident Prioritization Worksheet (IPW).

#### **Sub-Geographic Area MAC's**

- Prioritize incidents
- Ensure agency resource situation is current
- Determine specific agency resource requirements
- Determine agency resource availability
- Allocate resources to incidents based upon established criteria
- Anticipate future resource needs
- Communicate and/or implement MAC decisions
- Review need for other agencies involvement in the Sub-Geo Area MAC
- Provides accurate information relative to incident status, threats and projections of needs as requested by NW MAC.

### III. GENERAL OPERATING GUIDELINES

#### **MAC Activation Procedures**

PNWCG MAC may formally convene under any of the following circumstances:

- At PL 4 and PL 5
- At the discretion of the PNWCG Chair;
- At the request of a MAC Representative to the PNWCG Chair;
- At the request of the NWCC Center Manager to the PNWCG Chair when;
  - Critical events or circumstances require upward sharing of risk;
  - MAC deliberations require the involvement of representatives from Agencies/Entities not normally associated with NW MAC. An augmented NWCC staff and MAC Support Organization provides administrative and operational support.

PNWCG MAC may choose to convene “virtually” as circumstances permit, utilizing technology and staff work at NWCC/MAC Support to maintain situational awareness for making MAC decisions.

When the decision is made to formally convene the MAC, the Northwest Coordination Center Manager will contact the pre-designated agency representatives. The MAC Group Coordinator will be agreed to at this time.

If pre-designated individuals are not available, the agency will identify an appropriate substitute.

Based on the situation and issues, supporting specialists will be mobilized as appropriate.

#### **MAC Operating Levels**

MAC operations are designed to scale up/down in relation to observed and anticipated levels of activity in the NW Geographic Area. The goal is to optimize the time in which the NW MAC is seated so that MAC Representatives can focus their efforts on their respective Agencies during periods of critical activity.

#### **Preparedness Level 1:**

**Workload:** 0-1 Active Large Fires

**Available Capability:** No significant draw or anticipated demand for NW resources in the Geographic Area or Nationally.

| <b>Management Direction/Considerations</b>  | <b>Who is Responsible</b> |
|---|---------------------------|
| <ul style="list-style-type: none"><li>• Coordinates following standard operating guidelines as described in the NW Interagency Mobilization Guide, the PNWCG MAC Operations Handbook, and the NW Preparedness Plan.</li><li>• Update Significant Fire Potential, Intelligence products, conduct periodic briefings as appropriate relative to Geographic Area activity.</li></ul> | NWCC Manager              |

**Preparedness Level 2:**

**Workload:** 2-4 active large fires and/or equivalent all risk incidents.

**Available Capability:** Geographic Area can effectively manage existing/anticipated activity AND still maintain surplus capability—OR—Low levels of activity observed/forecasted AND significant export of NW resources will limit Geographic Area capability to staff two or more IMTs.

| <b>Management Direction/Considerations</b>  | <b>Who is Responsible</b> |
|---|---------------------------|
| <ul style="list-style-type: none"><li>• Daily host the NW Dispatch Center Manager conference call.</li><li>• Daily updates to NWCC webpages.</li><li>• Augment NWCC staff to meet workload demands.</li><li>• Fill individual MAC Support specialist positions as needed.</li><li>• Continue to follow PL 1 direction/considerations.</li></ul> | NWCC Manager              |

**Preparedness Level 3:**

**Workload:** 5-9 active large fires and/or equivalent all-risk incidents.

**Available Capability:** Competition for shared resources (IHCs, T2IA crews, SMKJs, RAPs, tactical aircraft) is anticipated or already occurring. Up to 60% of NW IMTs are committed. Nationally, shared resources continue to be available.

| <b>Management Direction/Considerations</b>  | <b>Who is Responsible</b>              |
|---|--|
| <ul style="list-style-type: none"><li>• Assemble the NWCC Support Organization for augmentation.</li><li>• Assess “impending threat” situations and coordinate initial attack capability based on anticipated risk.</li><li>• Consider prepositioning and extending staffing hours of “shared resources” in coordination with PNWCG and agency duty officers.</li><li>• Coordinate Geographic Area strategic intent.</li><li>• Coordinate Geographic Area needs with NW NMAC rep, NICC Center Manager.</li><li>• Coordinate with agency public affairs specialists for situation updates, prevention measures for the media and public.</li></ul> | NWCC Manager                           |
| <ul style="list-style-type: none"><li>• Formalize the NW MAC Daily Schedule—See Appendix 3.</li><li>• Facilitate the NW MAC reps.</li><li>• Coordinate resource allocation decisions with NWCC Operations.</li><li>• Coordinate incident prioritization/decisions with PNWCG.</li><li>• Communicate NW MAC decisions to NWCC staff; publish to NWCC NW MAC webpage.</li></ul>   | MAC Coordinator<br>(MAC Support)       |
| <ul style="list-style-type: none"><li>• Maintain availability for coordination with NWCC Center Manager, MAC Coordinator.</li><li>• Actively participate in IC, PNWCG MAC conference calls.</li><li>• Coordinate with or counsel agency administrators and fire management staff on fire situation, resource availability, initial attack and incident management strategies.</li></ul>   | PNWCG Chair, Agency<br>Representatives |

**Preparedness Level 4:**

PNWCG will be inserting themselves more visibly into the MAC process by accepting the responsibility for prioritization of incidents. It's recognized that MAC Support will provide the necessary additional capacity and the PNWCG Chair will direct and supervise the MAC Coordinator. The NWCC Manager will work closely with the MAC Coordinator on issues and concerns to have a seamless operation.

**Workload:** 10-14 active large fires and/or equivalent all-risk incidents.

**Available Capability:** Heavy commitment of NW resources AND competition from two or more Geographic Areas limits national resource availability. NW IMTs are largely committed. Resource sharing and "surge" units meet incident/IA demands.

| <b>Management Direction/Considerations</b>  | <b>Who is Responsible</b>     |
|---|-------------------------------|
| <ul style="list-style-type: none"><li>• Convene the PNWCG MAC virtually or in person</li><li>• Continue coordination with MAC Support, agency duty officers.</li></ul>  | NW MAC Chair                  |
| <ul style="list-style-type: none"><li>• Implement the 0945 Incident Prioritization conference call with NW MAC.</li><li>• Continue daily coordination with NW MAC reps, NWCC Center Manager and staff.</li></ul>  | MAC Coordinator (MAC Support) |
| <ul style="list-style-type: none"><li>• Consider implementing supplemental work/rest guidelines to reduce firefighter fatigue.</li><li>• Consider mobilizing FAST, SAT, ASTAT teams.</li><li>• Consider adding key Liaison positions (e.g. Military).</li><li>• Consider use of National Guard assets in coordination with State Partners.</li><li>• Brief forest industry of situation and possible resource needs</li><li>• Activate an Area/National fire prevention education team.</li><li>• Consider Emergency Firefighter training needs.</li><li>• Coordinate with/counsel agency administrators to consider all Agency resources available to support incident management.</li></ul> | PNWCG                         |

**Preparedness Level 5:**

**Workload:** >14 active large fires and/or equivalent all-risk incidents.

**Available Capability:** Full commitment of NW resources imminent. Multiple GACCs competing for limited National resources. Other emergency measures are necessary to sustain incident management and GACC Preparedness.

| <b>Management Direction/Considerations</b>  | <b>Who is Responsible</b>     |
|---|-------------------------------|
| <ul style="list-style-type: none"><li>• Coordinate with MAC Support, agency duty officers.</li></ul>  | NWCC Manager                  |
| <ul style="list-style-type: none"><li>• Facilitate PNWCG MAC.</li><li>• Coordinate with SubGeo MAC Coordinators as appropriate.</li><li>• Coordinate with NWCC Center Manager and Staff.</li></ul>  | MAC Coordinator (MAC Support) |
| <ul style="list-style-type: none"><li>• Consider physically convening PNWCG MAC reps at a central location.</li><li>• Establish contact and coordinate with local, state government officials.</li><li>• Establish Geographic Area protection objectives.</li><li>• Coordinate closures and restrictions with agency administrators.</li><li>• Maintain communication, coordination with ICs, ACs, SubGeo MACs.</li><li>• Consider the need for a Geographic Area Prevention Team.</li><li>• Consider the need for a Geographic Area Public Information Team.</li></ul> | PNWCG                         |

#### **IV. MAC GROUP WORKING GUIDELINES**

##### **Meeting Objectives**

- Information update - fire weather/fire situation.
- Set geographic area priorities once daily.
- Allocate or re-allocate scarce resources.
- Identify/resolve issues (take a pro-active posture).
- Determine need for contingency plans as may be appropriate.
- Provide/recommend direction to local area administrators.

##### **NWCC Center Manager Delegation of Authority**

The NWCC Manager serves as the MAC Coordinator until another is designated by the PNWCG Chair and facilitates the conference calls. Conference calls will be scheduled as necessary with MAC Group concurrence.

##### **Formal PNWCG MAC Delegation of Authority**

- Routine meetings should begin promptly at predetermined times.
- Meetings should last no longer than 2 hours.
- Adequate coordination/information sharing should take place prior to the meeting to ensure issues are clearly and concisely described.
- Individuals presenting issues for discussion and resolution by the MAC Group will prepare a written summary (no more than one page) describing this issue in advance of the scheduled meeting.
- The individual raising the issue will lead the discussion at the MAC Group meeting.
- All briefing material presented for MAC Group consideration shall include a written summary for the permanent MAC record.
- The PNWCG Chair (PNWCG Chairperson) will adjudicate critical MAC decisions after hours.

##### **Attendance and Participation**

When PNWCG MAC activated, there will generally be a morning and an afternoon meeting, as necessary and scheduled by the MAC Coordinator.

The meeting will lead off with a weather and fire situation update followed by issue identification and clarification. This is the portion of the meeting where non-MAC participants can voice concerns or issues they feel the MAC should consider in their deliberations. It is beneficial to have informed the MAC Coordinator of the topic or issue to ensure adequate time is planned to address the issue.

The second part of the meeting will focus on the prioritization of incidents and allocation of resources. This part of the meeting will be limited to the MAC Group members, their supporting staff, and invited technical specialists or agency representatives who are not part of the MAC Group itself. Once prioritization and allocation decisions have been made the MAC Group will focus on gaining consensus on any other issues needing MAC Group resolution.

Some issues or problems dealing with policy issues may arise that are beyond the scope of MAC and are more appropriately PNWCG issues. The MAC Coordinator and PNWCG Chair will identify these issues or problems and refer them to the PNWCG Steering Committee (or other appropriate entity for resolution).

##### **Record Keeping and Documentation**

- Attendance at all MAC Group meetings will be recorded and saved for the final documentation package.
- All information presented at MAC meetings will be recorded and retained as part of the documentation package.
- MAC Group decisions and supporting documentation, including option selected, will be recorded and

retained in the documentation package.

- All decision criteria used by the MAC Group to prioritize incidents, etc., will be recorded and retained in the documentation package.
- Notes taken by the support staff during meetings and conference calls are considered internal - preliminary working notes not subject to external requests until finalized and issued by the MAC Coordinator.
- Draft (word processed) notes will contain the following in a "footer": *"Pre-decisional internal working notes not subject to release until finalized."*
- The documentation package will be retained by the PNWCG Executive Secretary.

#### **Follow-Up Responsibilities**

It is the assigned MAC Group or supporting staff member's responsibility to track assigned actions or deferred decisions to completion and to notify the entire group of status as appropriate.

#### **Incident Commander / Area Commander / Sub-Geo Area MAC Conference Calls**

There may be times when it will be useful to establish IC/AC conference calls. If a conference call is established the MAC Coordinator will be responsible to facilitate the call using the IC/AC Conference Call Template (Appendix 10). These calls will take place prior to the morning MAC meeting. MAC Group members are not required to participate in this call but may participate if they desire.

#### **WFDSS Acquisition and Utilization**

The NW MAC may use the Decision Analysis Record and other documents of the WFDSS (Wildland Fire Decision Support System) completed by Local Agency Administrators for incidents being prioritized. The WFDSS information will be used along with information obtained from the ICS-209s and IC/AC conference calls to prioritize incidents.

#### **Delegation of Authorities Collection**

MAC Group members will provide a copy of their Delegation of Authority to NWCC Center Manager at the annual June NW MAC Preparedness Review. The delegations will be filed as part of the annual NW MAC documentation package.

## V. NW MAC DECISIONS

### **MAC Group Decision Model**

All issues brought before the MAC Group will be acted on by consensus that will result in one of the following actions;

- Option 1: Make a collaborative decision and assign responsibility and expectation of implementation.
- Option 2: Delegate a decision with expectations of intended outcomes or results to a MAC Group member, the coordinator or staff.
- Option 3: Defer decision for consideration at a later date (e.g., defer for more information or defer for further development of fire situation).
- Option 4: Determine that the issue is outside the scope of the MAC Group's responsibility. Defer issue to the appropriate organization or individual.

After hours, upon receipt of an issue requiring a decision, the PNWCG Chair will review the issue, consider who if anyone needs to be consulted and make a decision or refer the issue to the appropriate person.

### **Communicating MAC Decisions**

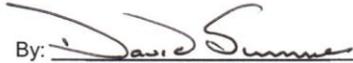
- All MAC Group decisions will be documented in writing and filed under a sequential numbering system that includes the date of the decision.
- MAC decision documents that establish, modify or rescind policy or procedural direction will be on Pacific Northwest Coordinating Group letterhead and signed by the PNWCG Chair.
- MAC decisions conveying incident priorities or allocation/reallocation decisions will be on NW MAC letterhead and signed by the MAC Group Coordinator.
- MAC decision documents will be distributed to the involved agency heads, incident commanders or other individuals responsible for implementation through the Northwest Coordination Center using the coordination system via FAX or electronic mail and by posting on NWCC website.
- The MAC Coordinator will share decisions with the National MAC Coordinator at Boise and/or the NMAC representative assigned to the NW geographic area.

### **Requesting Reconsideration/Modification of a PNWCG MAC Decision**

Local agency administrators may ask for reconsideration of MAC Group decisions by contacting their Agency MAC representative.

**APPROVALS:**

This Operations Handbook shall be effective the date of the last signature and will remain in effect until terminated or modified in writing by those agencies originally approving the document.

By:  Date: 5/20/2015  
USDA Forest Service

By:  Date: 5/20/15  
USDI Bureau of Land Management

By: \_\_\_\_\_ Date: \_\_\_\_\_  
USDI National Park Service

By:  Date: 5/20/15  
USDI Fish & Wildlife Service

By: \_\_\_\_\_ Date: \_\_\_\_\_  
USDI Bureau of Indian Affairs

By:  Date: 5/20/15  
Oregon Department of Forestry

By:  Date: 5/20/15  
Washington Department of Natural Resources

By:  Date: 5/20/15  
Oregon State Fire Chiefs Association

By: \_\_\_\_\_ Date: \_\_\_\_\_  
Washington State Fire Chiefs Association

By: \_\_\_\_\_ Date: \_\_\_\_\_  
Oregon State Fire Marshals Office

By: \_\_\_\_\_ Date: \_\_\_\_\_  
Washington State Fire Marshals Office

## Appendix 1

### Sample Letter of Delegation of Authority for MAC Group Members

(On Agency Letterhead)

Date:

Reply To: (File designation)

Subject: Agency MAC Representative

To: (Name of MAC Rep)

You are delegated to act for me as my representative on the Pacific Northwest Multi-Agency Coordination (NW MAC) Group. In that capacity, you are authorized to represent the agency's interests in MAC Group deliberations to:

1. Establish interagency pre-suppression strategies for the Pacific Northwest in anticipation of incident demands.
2. Set priorities and plans for allocation, re-allocation and demobilization of fire suppression resources.
3. Develop actions to respond to national MAC direction.
4. Communicate as necessary with other agency representatives and/or external parties (e.g., interested decision-makers; media; etc.).

This delegation shall become effective the date of this document and shall continue until rescinded.

I ask that you brief me or my deputy daily on the current fire situation.

xxx

Agency Administrator

**Appendix 2**  
**NW MAC Daily Schedule**

|      |   |
|------|---|
| 0700 | Aviation Conference Call  |
| 0730 | MAC/IC Conference Call  |
| 0830 | NICC Conference Call  |
| 0845 | Sub Geo-MAC prioritization                                      |
| 0900 | NW Incident Prioritization                                      |
| 1000 | NW MAC Prioritization Conference Call                           |
| 1000 | NW Geographic Area Conference Call<br>NWCC Operational Briefing |
| 1100 | NMAC Conference Call (as scheduled)                             |
| 1100 | Sub-Geo MAC Conference Call (as scheduled)                      |
| 1300 | NWCC/MAC Support Strategy Meeting                               |
| 1600 | NW MAC Situation/Strategy Briefing                              |
| 1700 | End of Shift Round Robin  |
| 1900 | Decision Documentation & Closeout                               |
| 2100 | Incident IPWs due into NWCC<br>ICS-209's submitted into FAMWEB. |

## Appendix 3 NW MAC Aviation Conference Call

**Introduction:** Conference Call Leader  
(Aviation Specialist or MCCO)

**Summary of Geographic Area Events** Conference Call Leader

**Incident Update (In NW MAC Priority Order)** Incident AOBD  
***In 3 minutes or less, address the following:***

- *Prior day aviation successes/challenges;*
- *Today's objectives, especially critical aviation missions;*
- *Critical resource needs not communicated in ICS-209;*
- *Safety concerns, including near misses, incidents, accidents;*
- *Additional items of interest.*

**Agency Unit Updates (For Units with Fire Activity)** Unit Aviation Officer  
***In 3 minutes or less, address the following:***

- *Status/situational changes affecting local aviation operations;*
- *Today's objectives, especially critical aviation missions;*
- *Critical resource needs;*
- *Safety concerns, including near misses, incidents, accidents;*
- *Additional items of interest.*

**Airspace Considerations:** Airspace Coordinator

**Regional Aviation Safety Considerations:** RASM

**Aviation Resource Status Report:** NWCC Operations

**NW MAC Update:** Conference Call Leader

**Wrap-up with AOBD's, UAO's:** Conference Call Leader

**PNWCG Aviation Committee:** Committee Chair

| Agency | Representative | Comments |
|--------|----------------|----------|
| ODF    |                |          |
| DNR    |                |          |
| AMD    |                |          |
| BIA    |                |          |
| FWS    |                |          |
| NPS    |                |          |
| FS/BLM |                |          |

**Confirmation of Next Call:**

**Call List of Possible Attendees**

**Field Units:**

Burns District  
COFMS  
Columbia River Gorge NSA  
Colville NF  
Coos Bay District  
Gifford Pinchot NF  
Lakeview/Fremont/Winema NF  
Malheur/Umatilla/W-W NFs  
Mt Baker-Snoqualmie NF  
Mt Hood NF

Medford District  
Okanogan-Wenatchee NF  
Olympic NF  
Rogue River/Siskiyou NF  
Roseburg District  
Salem District/Siuslaw NF  
Spokane District  
Umpqua NF  
Vale District  
Willamette NF/Eugene Dst.

**Others:**

NWCC  
Frequency Coordinator  
MAC  
STAT  
RAG  
Area Command

**Appendix 4**  
**NW MAC IC/AC Conference Call Template**  
*0730 Daily*

**DATE:**

**Introduction:**

Conference call leader  
(MAC Coordinator or Planning Support)

**Summary of Geo-Area Events:**

Conference call leader

**AC – IC Update:** [Presented in order by MAC priority]

Area/Incident Commander

**In 3 minutes or less – address the following:**

- *Any changes from the latest 209 report, especially evacuation levels.*
  
- *Prior day successes/challenges described using geographic features and cardinal directions rather than branch/division/road numbers.*
  
- *Today’s objectives, especially critical missions (including values at risk); resources necessary for those critical missions (including number of shifts needed); and probability of success.*
  
- *Safety concerns, including accidents, injuries, and near misses.*
  
- *Additional items of interest.*

**Resource Status Report:**

NWCC Emergency Operations Manager

- *Identify any available shared or pre-positioned resources*

**NW MAC Update:**

NW MAC Coordinator

**Wrap-up with AC’s or IC’s:** The call with the AC’s & IC’s is complete –  
[They are invited to remain on the line at their discretion]

Conference Call Leader

- *Validate any lend/lease discussion/decisions*
- *Notify IC’s of STF availability*

**Agency or Sub-Geographic Area MAC Reports:**

MAC Chair

- *Agency Reps provide information on T3/emerging incidents*

**Confirmation of next conference:**

Conference Call Leader

**Appendix 5**  
**NW MAC Prioritization Conference Call**  
*1000 Daily at PL 4 & 5*

**Date:** \_\_\_\_\_

**Roll Call**

*NW MAC Coordinator*

**Strategic Intent**  
*Coordinator*

*NW MAC*

**Review of Summary Report—NW MAC Priorities**

*NW MAC Coordinator*

- *Break incidents into groups as appropriate.*
- *Changes from the previous day.*
- *Changes due to Sub-Geo MAC priorities.*
- *Rationale for priority order.*

**Questions/Validation**

*NW MAC Coordinator*

- *Changes to priority order?*

**MAC Issues/Discussion**

*NW MAC Chair*

**Next Call**

**Appendix 6  
NW MAC Conference Call**

**NW MAC Conference Call** \_\_\_\_\_ @ 1600

| AGENCIES        | REPRESENTATIVES | ALTERNATES |
|-----------------|-----------------|------------|
| BLM             | Jeff Fedrizzi   |            |
| BIA             | Brian Tonihka   |            |
| FS              | David Summer    |            |
| FWS             | Brett Fay       |            |
| NPS             | Robin Wills     |            |
| ODF             | Doug Grafe      |            |
| DNR             | Bob Johnson     |            |
| OR Fire Service | Mark Havener    |            |
| WA Fire Service | Dave LaFave     |            |
| OR SFM          | Jim Walker      |            |
| WA ASFM         | Chuck LeBlanc   |            |
| NMAC            | Dalan Romero    |            |
| NWCC            | Dan O'Brien     |            |
| NW MAC Coord    |                 |            |

**TOPIC**

**National MAC Update:**

*NMAC Liaison*

**NW Situation Update**

*NW MAC Coordinator*

***In 3 minutes or less***, address events or changing conditions that may significantly alter management direction:

Safety Observations & Trends

*MAC Safety Coordinator*

Initial Attack/Emerging Incidents

*NWCC Intel*

Incident Operations

*MAC Ops Specialist*

Incident Aviation

*MAC Aviation Specialist*

Fire Potential/Fire Weather

*NWCC Meteorologist*

Implications

*NWCC Fire Analyst  
NWCC Operations  
MAC Safety Coordinator*

**NW Strategy/Intent**

*NW MAC Coordinator*

*Recommended strategy/intentional actions relative to situational update/changing conditions.  
Opportunity for NW MAC reps to discuss any agency specific strategies or direction.*

**ISSUE IDENTIFICATION / RESOLUTION:**

*NW MAC Reps / All*

| <b>Issue:</b><br>Name of individual presenting the issue followed by a short issue statement | <b>Resolution:</b><br>Document resolution below. |
|--|--|
|  |  |

**NWCC Manager:**

*NWCC Center Manager*

**Wrap-up/Follow-up Actions:**

*NW MAC Coordinator*

**Next conference call:**